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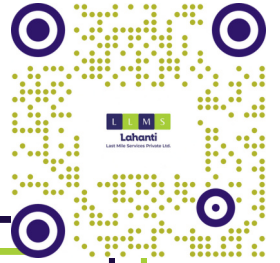
[grievance@llms.in](mailto:grievance@llms.in)

[helpdesk.staff@llms.in](mailto:helpdesk.staff@llms.in)

[info@llms.in](mailto:info@llms.in)



SCAN TO VISIT LLMS WEBSITE



**NEWSLETTER - ISSUE VI-MARCH 2023**

# बलरुथा दीवारा

Lahanti Last Mile Services Private Ltd.

# Celebrating 6th Anniversary of ESAF Small Finance Bank



10th March 2023



We are what we are today, due to the sweat and blood of every ESAFian. We preferred sun over shade to fight the partiality of prosperity and champion the cause of financial inclusion to build the nation from its roots. We have expanded our boundaries to all corners of the nation through our 600 branches present in 21 states and two union territories. We serve more than 65 lakh customers through 488 ATMS, 1752 Micro ATMS, 448 Banking Outlets, 1367 Customer Service Points, 754 Customer Service Centres, and 14 Business Correspondents.

I would like to congratulate all ESAFians for being with this mission of spreading the Joy of Banking. Also, I would like to thank all the stakeholders and well-wishers, especially board members, investors, BC partners, and regulators for their support.

K. Paul Thomas  
Founder, MD & CEO, ESAF Small Finance Bank



I extend my warm greetings to all of you on the occasion of the 31<sup>st</sup> Foundation Day of ESAF. It is my pleasure to address you all on this special occasion. As we complete another year of our journey, let us take a moment to reflect on our accomplishments.

I strongly believe that in order to bring about meaningful and sustainable change in society, we must start at the grassroots level. This is because real change must come from the ground up, not top down. We understand that the key to building a strong and prosperous nation lies in empowering and uplifting the most vulnerable segment of its population. At ESAF, we are committed to this mission.

We have always believed that our success as an organisation is inextricably linked to the success of the communities we serve. That is why we have built a strong network of financial services and community development programmes that are focused on reaching those at the bottom of the pyramid. Our 31-year legacy is built on the three fundamental principles of People, Planet, and Prosperity. Throughout our journey, we have unwaveringly adhered to these service ideals. Over the years, we have made a conscious effort to expand our outreach and serve the marginalised sections of society.

The emergency relief initiatives we undertook in flood-affected parts of the country, including Odisha and Maharashtra, bears witness to our commitment towards building a more resilient society. Our flagship annual cultural festival for children, Balajyothi Bal Utsav, is an example of our efforts to foster a culture of creativity and learning. We have also invested in the infrastructure development of rural schools and hospitals.

ESAF Small Finance Bank, which completes 6 years of its existence, has come a long way in fulfilling our vision. Today, it has a vast network of 600 branches, 3,000 customer touchpoints and over 5,000 employees spread across 21 states and two union territories. It has touched the lives of over 6.5 million families, and we are proud that our efforts have transformed lives and empowered communities. We have witnessed immense growth and expansion of our services while always keeping our commitment to social impact and sustainable development as our topmost priority. Our focus on financial inclusion and customer well-being has been the driving force behind all our initiatives.

ESAF Cooperative (ESMACO) continues to take a leading role in serving ESAF Bank's customers in remote areas, along with setting up agro-processing centres. CEDAR helps micro-entrepreneurs with market support.

As we move forward, we remain committed to our vision of creating a just and equitable society. I would like to extend my heartfelt gratitude to all ESAFIans customers, and stakeholders for their unwavering support and commitment towards our vision. Together, we have achieved so much, and together, we will continue to make a positive impact on society. So let us continue to work tirelessly, starting from the grassroots and building upwards, until we have created a society that is more just, equitable, and prosperous.

Warm Regards,



A handwritten signature in blue ink, appearing to read 'K. Paul Thomas'.

**K. Paul Thomas**

Founder & Mentor,  
ESAF Group of Social Enterprises



# RECOGNITIONS

**South India Conference of Financial Inclusion, organized by Sa-Dhan in Chennai on 22nd Feb 2023**



**"A Guide for the Best Practices in the MF Sector" was released during the South India Conference of Financial Inclusion, organized by Sa-Dhan in Chennai on 22nd Feb 2023. Mr.V.Shaji Krishnan. V, Chairman, NABARD released the Guide.**

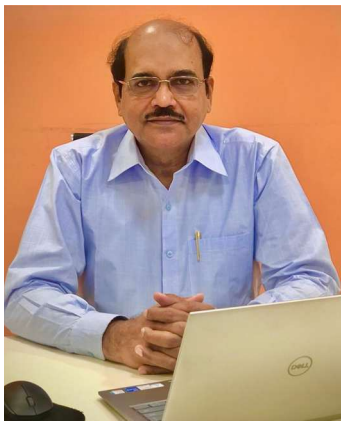


*LLMS's best practices found a place in the Guide.*

- One pager note for each process step.(Page-14)
- Promotion process every month coinciding with work anniversary (Page-37)

# MANAGEMENT TALK

## Generosity pays and reasonability matters significantly



The quality of being kind, not selfish and humane is generosity. Those who are generous take care of others, help them more than usual or expected. Nobility of mind and magnanimity are two important characteristics of generosity.

Generous people donate more, gift more...but generosity is not just of gifts, money, or contribution to charity. All those who are generous may not be rich enough to help others with money or gifts. Generosity cannot be exhibited by lending more than eligible. One can be generous in behavior, speech, actions, and responses. It is always believed that generous business leader is a great leader. What does it mean? Can a business leader show generosity always by extending financial help to others regularly or gift money or

offer prizes? No, because, that would certainly depend on his or his organization's capacity as well. But, a leader's nobility of mind and magnanimity would be seen in his/her behavior, transparency in work, demonstrated curiosity to develop good practices, determination to end corrupt practices and wrongful actions, concern about the future of the team members, etc. A generous leader would encourage his team mates; not only get the works done by them; but show them the path to progress and carrier achievements.

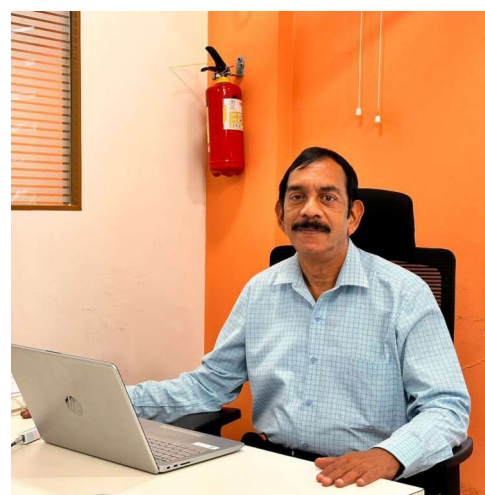
We, as business men and women, have the responsibility to promote ethical conduct of business, fair practices in lending, good behavior towards all, and reasonability in conduct of business. As we focus in doing micro lending to the lowest strata of the society, generosity in approach and behavior is paramount.

Acceptable, genuine, fair, honest, humane, impartial, judicious, justifiable, legitimate, modest, prudent, and sensible actions and reactions by LLMS and its employees would prove that we are generous in thoughts, actions, and behavior, both as an institution and as individuals.

Reasonability in personal and official conduct, which is a prime factor of generosity would pay adequately, to the well-being of the institution and its employees, now and ever.

**Mohanachandran K R, Managing Director & CEO**

Capital and people are the two main resources that any organization requires to function. Microfinance institutions are especially attentive to operational financial hardship. Finance is important, but it is merely a tool in people's hands. Individuals manage money; it does not handle itself. Recruiting, training, maintaining, encouraging, and nurturing a team of employees that will successfully carry out the microfinance institution's goal depends on the tools and procedures used in human resource management. Enterprises will be prepared for expansion, equipped to handle the difficulties of a changing environment, and responsive to the requirements of customers if they develop solid, effective human resource processes and tools.



In LLMS, we strive to achieve the desired results by having an effective human resource management by using proper systems and tools to bring together the right number of people, with the right attitude and skills, in the right place at the right time. We do impart proper training to the new comers to have a thorough understanding of our activities and to help them succeed in their job. This will not only support LLMS to have a strong pool of human resources but will also assist in having a sustainable growth in the years to come. Of course, we do face challenges on the way, but overcoming those challenges is our motto."

**Raju PV - Vice President - HR & Administration**

# INDUSTRY UPDATE

Microfinance loan portfolio stood at INR 3,20,584 Crores as on December 31, 2022, serving 6.4 crore unique borrowers with 12.6 crore loan accounts. MFIN Micrometer

Q3 FY 22-23 shows that Microfinance loan disbursements during Q3 FY 22-23 improved to INR 77,877 crores as compared to the same quarter of last financial year (INR 65,392 crores). 189 Lakh loans were disbursed during Q3 FY 22-23 as against 165 Lakhs in Q3 FY 21-22, indicating a higher ticket size of new loans.

Gross Loan Portfolio (GLP) as on December 31, 2022, showed an increase of 25.2 per cent YoY over INR 2,56,058 crores as on December 31, 2021. The microfinance active loan accounts increased by 18.6% during the past 12 months to 12.6 crores as on December 31, 2022. 83 NBFC-MFIs are the largest provider of micro-credit with a loan amount outstanding of Rs 1,23,386 Cr, accounting for 38.5% to the total industry portfolio. 13 Banks hold the second largest share of the portfolio in micro-credit with total loan outstanding of Rs 1,14,546 Cr, which is 35.7% of total micro-credit universe. SFBs have a total loan amount outstanding of Rs 52,192 Cr with a total share of 16.3%. NBFCs account for another 8.5% and Other MFIs account for 1.0% of the universe. Regarding the regional distribution of GLP, East & Northeast and South account for 63% per cent of the total portfolio. Bihar is the largest state in terms of portfolio outstanding followed by Tamil Nadu and West Bengal. As on December 31, 2022, NBFC-MFIs, on an aggregated basis, have a network of 18,455 branches with 1,57,737 employees. Loan amount of INR 33,786 crores was disbursed in Q3 FY 22-23 through 79.1 Lakh accounts, as compared to INR 22,884 crores disbursed in Q3 FY 21-22 through 61.7 Lakh accounts. • Average loan amount disbursed per account during Q3 FY 22-23 was Rs 42,687 which is an increase of around 15.1% in comparison to the same quarter of last financial year.

The regulatory & policy environment remains conducive and the momentum which the industry has gained over the past one year is favorable.

 8 States

 57 Districts

 100 Branches

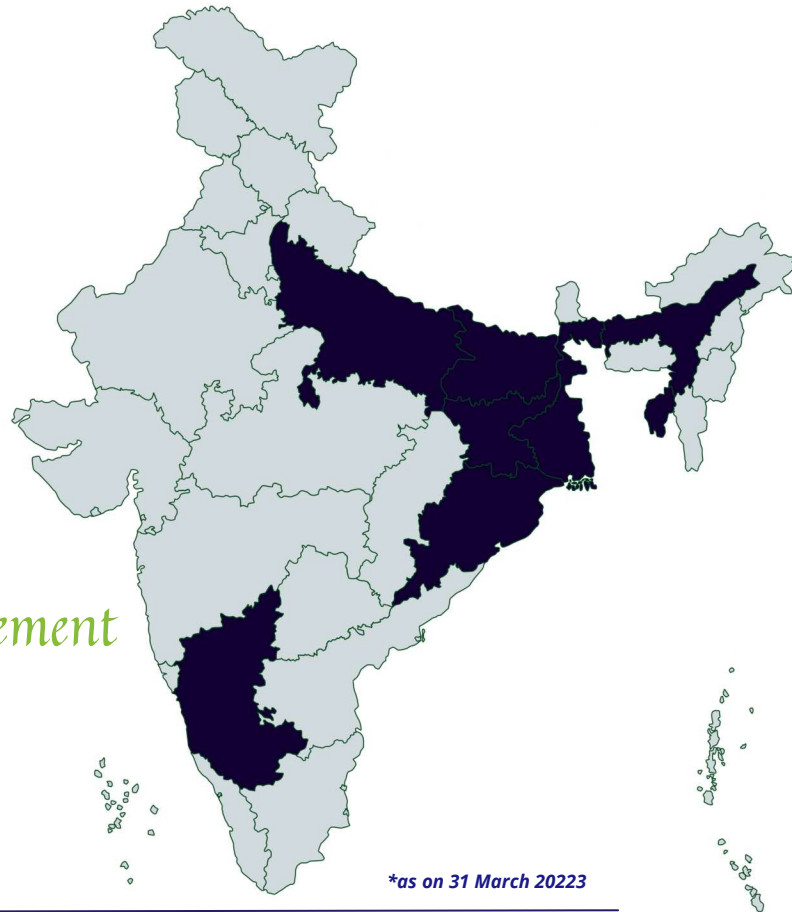
 4.31 Lakhs Customers

 25,776 Sangams

 852 cr Asset Under Management

 1000 plus Employees

 Micro ATMs



**15.32% YoY Growth in Customer Acquisition**

**25% YoY Growth in Employee Strength**

**29.87% YoY Growth in Sangams**

**9.51% YoY Growth in AUM**

**Added 8 new Districts**

## Products

Income Generation Loan

Vidya Jyothi Loan

Business Loan

House Improvement Loan

Nirmal Jeevandhara Loan

Micro Enterprise Loan

General Loan

Vyapari Vikas Loan



# SKILL DEVELOPMENT AND TRAININGS

Lahanti Last Mile Services has set itself apart from other companies by prioritizing employee development and growth. From the very beginning, the company recognized the importance of investing in its employees and providing them with the necessary tools and resources to achieve their goals. The success of the company today is a testament to this commitment.

To further support the professional development of its employees, Lahanti Last Mile Services has implemented a range of programs and initiatives. These include mentorship programs, leadership training, and professional certification opportunities. Additionally, the company encourages a culture of continuous learning and growth, with regular training sessions and seminars on relevant topics.

Beyond its emphasis on employee development, Lahanti Last Mile Services has also made it a priority to create a supportive and inclusive work environment. By fostering a culture of collaboration and teamwork, the company has created a positive and productive atmosphere where employees feel valued and supported.

This has contributed to the company's overall success and has helped to attract and retain top talent.

In conclusion, Lahanti Last Mile Services has positioned itself as a leader in employee development and growth, with a commitment to providing its employees with the resources and support they need to succeed.

By fostering a positive and inclusive work environment and offering a range of professional development programs, the company has created a winning formula for success that will continue to drive growth and success in the years to come.

Conducted 57 Internal  
Training Programs with 448 Man  
Hours in FY 22-23

363 employees promoted to  
higher cadres in FY 22-23.

The average age of LLMS  
employees – 27.10 years

22% of our Employees completed more  
than 5 years in the organization as  
on 31 March 2023



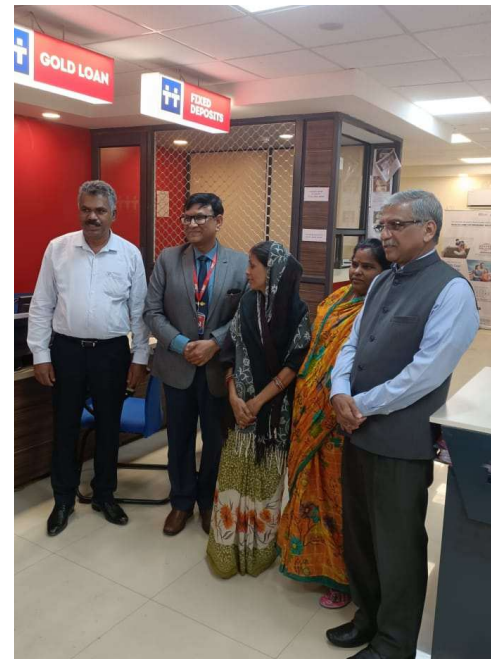


# EVENTS



Management Outreach - Jan 2023, Karnataka

Management Outreach - Jan 2023, Odisha



Management Outreach - Jan 2023, Odisha

Welcoming New AVP - South Mr. Paramesh V R



AKMI - SADAN - MFAN felicitation to ESAF-LLMS

# EVENTS



Annual Sports Meet Thrissur, Kerala



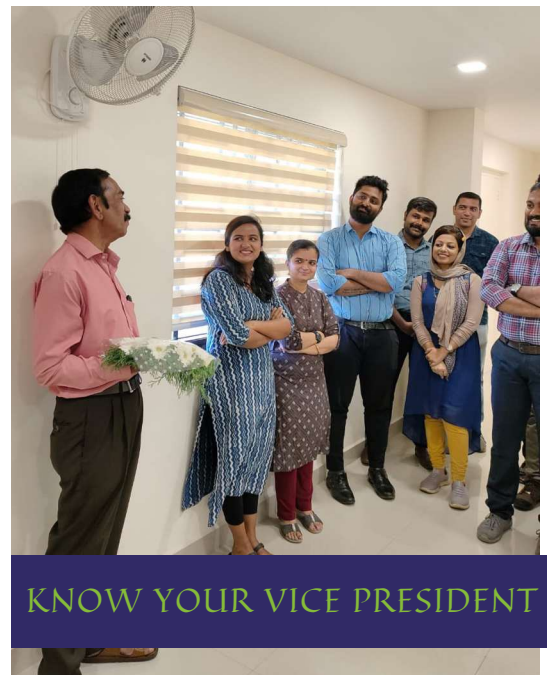
Felicitating Hon. Home Minister



Holi Celebrations - North & North East Zone



Women's Day Celebrations



KNOW YOUR VICE PRESIDENT

Mr. Raju P V joined LLMS as Vice President (HR & Admin) in March 2023. A Seasoned HR Professional with more than 4 decades of experience HR and Administration, Mr. Raju P V has proven track record in HR, Administration, Supply Chain Management. LLMS welcomes Mr. Raju P V to its fold.

# HIGHLIGHTS OF Q4- 2022-2023.



Loan Disbursement, LLMS



Women's day Celebrations

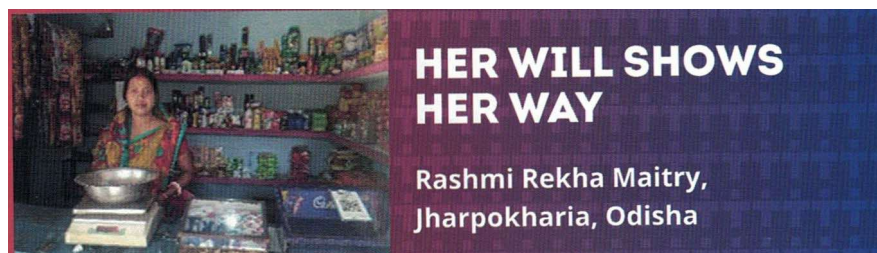
7 states

325 Programs

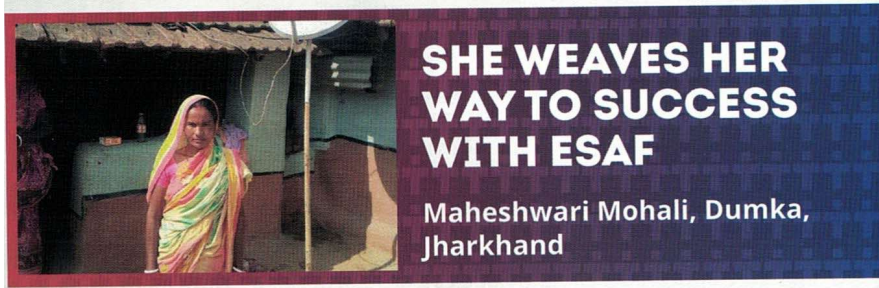
1000+ families reached

25000+ attendees

LLMS' DHANASHREE program is a unique financial literacy initiative aimed at empowering individuals to improve their financial stability. Conducted at the grass-roots level, the program focuses on building knowledge and understanding of banking and finance. The primary objective is to help individuals make informed decisions about their finances, including savings, budgeting, and planning for the future. Supported by ESAF Small Finance Bank and powered by NABARD, the DHANASHREE program is regularly organized in seven different states. Over the past year, the program has reached out to 1000+ families and had more than 25000 attendees, with a total of 325 programs conducted. Through its financial education and support services, LLMS has made a positive impact on the financial well-being of program participants. LLMS is committed to serving the underserved and making a meaningful difference in people's lives. The DHANASHREE program is a testament to this commitment. By providing financial education and support, LLMS is working towards its goal of improving the financial stability of individuals and communities, one person at a time.



Life was never easy for Reshmi Rekha, a strong-willed businesswoman from Jharpokharia, Mayurbhanj. As a daily wage labourer, her husband struggled to provide enough for their four-member family. In short, every day was a battle for them to survive. As the future appeared bleak and hopeless, Reshmi decided to take matters into her own hands and soon launched a business of her own. For someone like Reshmi, who is from the lower strata of society, becoming a businesswoman was never an easy task. She believed in the age-old adage Where there is a will, there is a way she held fast to her dream and searched tirelessly for the required source of capital. As luck would have it, she came to know about the loan products offered by ESAF Small Finance Bank. Finally, she received the money from the bank when it mattered the most. Using the capital, Reshmi opened a grocery store in her neighborhood. The hard work she put in gave her rich returns in the form of regular customers and a thriving business. The success of the store motivated Reshmi to think big. Plans are on the anvil to take an additional loan and scale up. Her family is now able to live comfortably with the income from the grocery store. Reshmi is optimistic about her future and she is confident enough to chase her dreams. "ESAF Bank came into my life when I had almost lost hope in life. I will be forever Indebted to ESAF for being there for me when it mattered the most," concluded a happy Reshmi,



Dumka, a quaint hamlet in Jharkhand, stands as a living testimony to ESAF Small Finance Bank's focus on transforming society by spreading the virtues of inclusivity.

The bank was largely responsible for bringing the benefits of banking to the rural population. No wonder, over the years, ESAF has become a household name among the villagers.

Maheshwari Mohali is one of the many villagers whose lives were transformed through ESAF. Her family is made of eight members which include three biological children and six dependent children. She is a member of the Mahli tribe, a tribe that is on the verge of extinction. The tribe's naiveness and lack of familiarity with the ways of contemporary society were the two main factors that led to their decline.

The womenfolk of the tribe are quite adept at multitasking as they meet their household responsibilities and entrepreneurial tasks with equal elan. They are particularly skilled in producing a wide range of bamboo based handicrafts that are beautiful as well as ecologically sustainable

Despite being highly-skilled artisans, decent returns from their skills continued to evade them for a long time. The usurious middlemen used to take advantage of their naivety; they procured the products from the artisans at cheap rates and sold them at high prices, after ensuring higher margins.

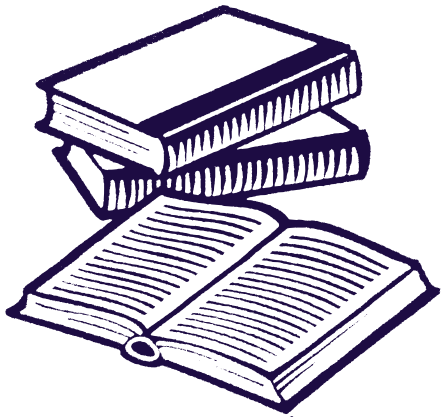
Maheshwari's life was no different from other artisans. Her fortunes turned for the good one fine day, an ESAF member discovered her exquisite handicrafts. He quickly recognize her potential and offered her a chance to chisel her skills at the LIMS training facility, Dumka.

Prior to joining ESAF'S Programme, Maheshwari had no knowledge about the importance of savings or the formal methods to save money, After she joined LIMS, she learnt the benefits of opening a bank account and soon she became an account holder with ESAF Bank. Through LIMS's training, she was introduced to contemporary tools, designs and methods that were otherwise alien to her,

Before joining LIMS, the family struggled for survival and saving money for the future was a distant dream. With the support of ESAF, things turned around. Four to five years ago, the family used to earn only Rs. 3,000: Rs. 4,000 per month, today Maheshwari alone earns over Rs. 6,000 a month. Her children, who could not attend school regularly before were now enthusiastically pursuing their education. Her eldest daughter is in college while two other children are studying in an English-medium school.

Maheshwari was able to repair her mud house that used to leak during monsoons and she commenced the construction of a new pucca house for her family a year ago. Her husband who used to commute by bicycle has upgraded it to a bike. The list of the positive changes that ESAF has brought in Maheshwari's life in the past couple of years is truly remarkable. She is grateful to ESAF for mentoring her and turning her life around, "ESAF's mentorship has truly changed my life, I am thankful to ESAF for all its efforts in uplifting my community," concluded an ecstatic Maheshwari.

# E ducation th ics n thusiasm



As we entered 2023, we are excited to share with you the theme of Education, Ethics and Enthusiasm, which presents a unique opportunity for LLMS to create a positive impact on its employees and customers.

At LLMS, employee development is a top priority, with a focus on providing education and training to improve knowledge and skills. This leads to better service delivery and customer satisfaction, ultimately contributing to the success of the company.

In addition to employee development, LLMS is also committed to providing financial education and resources to its customers, empowering them to achieve their financial goals and improve their overall well-being.

All of these efforts are conducted with the highest ethical standards, prioritizing transparency, fairness, and accountability in operations. With a dedication to social responsibility and environmental sustainability, LLMS is making a significant impact on communities while driving business growth and success.

We believe that the theme of Education, Ethics and Enthusiasm presents a unique standard to make a positive impact on our employees and customers.

# INDIA'S G20 PRESIDENCY



Argentina



Australia



Germany



India



Brazil



Canada



Indonesia



Italy



Saudi Arabia



South Africa



वसुधैव कुटुम्बकम्

ONE EARTH • ONE FAMILY • ONE FUTURE



China



France



Japan



Mexico



Republic of Korea



Russia



United States of America



European Union



Türkiye



United Kingdom

The G20 Logo draws inspiration from the vibrant colours of India's national flag - saffron, white and green, and blue. It juxtaposes planet Earth with the lotus, India's national flower that reflects growth amid challenges. The Earth reflects India's pro-planet approach to life, one in perfect harmony with nature. Below the G20 logo is "Bharat", written in the Devanagari script.

The theme of India's G20 Presidency - "Vasudhaiva Kutumbakam" or "One Earth · One Family · One Future" - is drawn from the ancient Sanskrit text of the Maha Upanishad. Essentially, the theme affirms the value of all life - human, animal, plant, and microorganisms - and their interconnectedness on the planet Earth and in the wider universe.

The theme also spotlights LiFE (Lifestyle for Environment), with its associated, environmentally sustainable and responsible choices, both at the level of individual lifestyles as well as national development, leading to globally transformative actions resulting in a cleaner, greener and bluer future.

The logo and the theme together convey a powerful message of India's G20 Presidency, which is of striving for just and equitable growth for all in the world, as we navigate through these turbulent times, in a sustainable, holistic, responsible, and inclusive manner. They represent a uniquely Indian approach to our G20 Presidency, of living in harmony with the surrounding ecosystem.

For India, the G20 Presidency also marks the beginning of "Amritkaal", the 25-year period beginning from the 75th anniversary of its independence on 15 August 2022, leading up to the centenary of its independence, towards a futuristic, prosperous, inclusive and developed society, distinguished by a human-centric approach at its core.



## Outstanding in different manners - they completed years of self-less services under ESAF-LLMS combination



**Hemchandra Mandal**  
Assistant Unit Manager  
Dumka, Jharkhand



**Barun Kumar**  
Assistant Unit Manager  
Daltonganj, Jharkhand



**Amit Kumar**  
Officiating Unit Manager  
Bagodar, Jharkhand



**Mahadevapurusha M**  
Area Manager  
Hassan Area, Karnataka



**Dhanesh H**  
Assistant Unit Manager  
Mandya, Karnataka



**Vipin M**  
Senior Manager - Finance & Accounts  
HO, Kerala







## Reserve Bank of India Nation-wide Intensive Financial Awareness Campaign



Do not share your bank account login ID, password, PIN or OTP with anyone.

Do not download any unknown app on your phone/device.

Never respond to messages offering/promising prize money, government aid and KYC updation



RBI Kehta Hai!

Do not take help from strangers at the ATM. Always cover the ATM keypad with your hand while keying in the PIN.



<https://cms.rbi.org.in>



Be(A)ware

Do not give your ATM card to anyone for withdrawal of cash. Never write the PIN on your card.

Scan here to know more about the Be(A)ware booklet published by RBI

Scan here to know more about RB-IOS, 2021



## भारतीय रिजर्व बैंक राष्ट्रव्यापी गहन वित्तीय जागरूकता अभियान



अपने बैंक खाते की लॉगिन आईडी, पासवर्ड, पिन या ओटीपी किसी के साथ साझा न करें।

अपने फ़ोन/डिवाइस पर कोई भी अनजान ऐप डाउनलोड न करें।

पुरस्कार राशि, सरकारी सहायता और केवाईसी अपडेट करने की पेशकश/वादा करने वाले संदेशों का कभी जवाब न दें



भारतीय रिजर्व बैंक

एटीएम में अनजान व्यक्ति से मदद न लें। पिन दर्ज करते समय हमेशा एटीएम कीपैड को अपने हाथ से ढक कर रखें।



<https://cms.rbi.org.in>



Be(A)ware

पैसे निकालने के लिए अपना एटीएम कार्ड किसी को न दें। अपने कार्ड पर कभी भी पिन न लिखें।

RBI द्वारा प्रकाशित Be(A)ware बुकलेट के बारे में अधिक जानने के लिए यहाँ स्कैन करें

RB-IOS, 2021 के बारे में अधिक जानने के लिए यहाँ स्कैन करें



**Head Office - Green Tower, 2nd floor, Pattalakkunnu, Ollukkara Village, Mannuthy- Nadathara PWD Road, Thrissur, Kerala, India 680651**

### CGRE (Customer Grievances Redressal Forum)

1. Mr. Bandhu - Karnataka (Kannada) - Phone : +91 7356288988
  2. Mr. Narayan Moharana - Odisha (Odia) - Phone : +91 7994457012
  3. Mr. Nitesh Kumar Nirbhay - Bihar, Jharkhand, Uttar Pradesh (Hindi) - Phone : +91 7356056888
  4. Mr. Kanchan Roy - West Bengal, Tripura (Bangla) - Phone : +91 7994021160
  5. Mr. Abhinab Bora - Assam (Assamese) - Phone : +91 7356057555
- Email - Grievance@llms.in

### ICC - Internal Compliance Committee (Prevention Of Sexual Harassment) members -

- 1 Ms. Mala Nair, Associate Vice President, ESAF Small Finance Bank, Head Office, Thrissur, Kerala - 680651 - mala.nair@esafbank.com
- 2 Ms. Rejitha V Thomas, Advocate - advrejitha@gmail.com
- 3 Mr. Roshan Sam C Abraham, Senior Manager, LLMS - roshan@llms.in
- 4 Ms. Pooja Mondal, Deputy Manager, LLMS - pooja.mondal@llms.in
- 5 Mr. Arindom Paul, Deputy Manager, LLMS - arindom.paul@llms.in

Sreenidhi Sreenivasa - Thrissur HO

Jesmi Yohannan - Thrissur HO

### AMRUTHA DHARA EDITORIAL COMMITTEE

Anand S - Mysore AO

Pooja Mondal - Ranchi AO



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